

# TROON WATER SPORTS CENTRE

---

JUNE 14, 2021

---

## Business Plan

**Authored by:** Frazer Wood

Troon Water Sports Centre (SCIO) SC047691



# Table of Contents

<b>Version Control</b>	<b>3</b>
<b>Executive Summary</b>	<b>4</b>
<b>Business Details</b>	<b>5</b>
<b>Mission</b>	<b>7</b>
<b>Vision</b>	<b>7</b>
<b>Core Values</b>	<b>7</b>
<b>Social Impact</b>	<b>8</b>
<b>Charitable Outcomes</b>	<b>8</b>
<b>Environmental Impact</b>	<b>10</b>
<b>Delivery</b>	<b>11</b>
<b>SWOT Analysis and Risk</b>	<b>13</b>
<b>Organisational Structure</b>	<b>14</b>

# Version Control

Version	Date	Author	Changes
V0.1	18 Feb 21	FW	Initial Document
V0.2	10 Jun 21	FW	Organisational Structure Removal of Income/Expenditure

# Executive Summary

Troon Water Sports Centre (TWSC) is a locally based not-for-profit SCIO Charity formed in September 2017 and has 5 local residents on its Trustee Board.

Troon is an iconic town on the Ayrshire coast blessed with beautiful beaches and a micro-climate that makes it one of the best places for non-motorised water sports in Scotland; in fact Troon is currently voted by RED BULL as the 4th best place in the UK to KiteSurf.

Although Troon and Barassie have vast shorefronts and a large population, they have a relatively low participation in, and facilities supporting, water sports. The purpose of TWSC is the establishment of a new community facility that will be a well-used, high profile and connected community hub that promotes improving Health and Wellbeing, Education, Community Inclusion and Togetherness.

A Collaboration with KiteSurf Scotland and other local groups will have a positive impact on the community's physical and mental wellbeing through the provision of a community water sports centre providing safe, inclusive and accessible water sports.

When implemented this Centre will help impede the trending decline within the SIMD, as evidenced from the Barassie SIMD data zones reported in 2012, 2016 and 2020.

This three-year business plan has been prepared to ensure that the awarded funds towards the new facilities build are supported with a robust plan including services, staff, marketing, and income / expenditure.

## **Business Details**

This Business Plan has been prepared to assist the TWSC facility progress and develop into a viable and sustainable asset to Troon and the surrounding area.

### **Funding**

TWSC have been awarded a South Ayrshire Council (SAC) Grant of £10,000 to provide initial funding for the generation of a Business Plan and associated works. Additionally, TWSC have received £1000 from the Arnold Clark Community fund as well as submitted funding applications to numerous other funds such as COOP and Poundland Communities Funds, SAC Coastal Communities Fund and Bank of Scotland Fund.

Additional Funding is being sought through voluntary donations and larger funds, grants and foundations such as Sport Scotland, and Awards for All.

Continued sustainability is a critical component of the business model and will be achieved through a key partnership with KiteSurf Scotland Ltd. An agreement is in place for KiteSurf Scotland Ltd and its internal catering business to lease the café and training area with an option for further retail and storage space, therefore, providing a regular and sustainable financial security.

### **Facilities and Services**

The Centre will be a facility for the whole of Troon, Barassie and the surrounding Ayrshire Council areas. A location at Barassie Shorefront has been identified as the most suitable location for the following reasons:

- Large predominantly rock free sand beach
- Safe prevailing on shore wind conditions
- Relatively shallow depths at all tidal ranges
- Already popular greenspace with large footfall
- Existing transportation links and parking

- Lack of existing facilities and community hub

The Centre will provide the following facilities:

- KiteSurf Scotland School
- Heated indoor changing facilities including WC, shower and sink
- Outdoor Pay as you Go Showers
- Equipment Storage area
- Beachside Community Café
- Meeting Room / Community Space for let

These facilities in conjunction with 3<sup>rd</sup> parties will enable the Centre to provide the following services:

- KiteSurf Instruction and Rental
- Stand Up Paddle Board Instruction and Rental
- Windsurf Instruction and Rental
- Team Building
- BloKarts
- Wetsuit Rental
- Equipment Storage
- Marine and Environmental Awareness
- Wellbeing Activities
- Electric Bike charging

# Mission

**Increase** participation

**Enhance** communities

**Provide** opportunity

# Vision

A Collaboration with KiteSurf Scotland and other local groups to have a positive impact on the community's physical and mental wellbeing through the provision of a community water sports centre providing safe, inclusive and accessible water sports.

# Core Values

- Proactive and Professional
- Open and Honest
- Inclusive and Diverse
- Trustworthy and Responsible
- Collaborative and Innovative

The principle by which we operate and carry out our business will be driven by a desire to do what is best for the community.



# Social Impact

TWSC was registered as a Scottish Charitable Incorporated Organisation (SCIO) in September 2017 with 5 trustees. The Trustees are all members of the local community and everyone lives, works or plays a part in the community. They are best placed to deliver this project as we live, have roots and solid firm foundations (family) in the community.

## Charitable Outcomes

- Build a financially sustainable social enterprise accessible to all members of the public.
- Promote Physical and Mental well-being through outdoor physical activity.
- Youth Development and potential realisation through opportunity.
- Community coherence through social inclusion.
- Promote and enhance Troon's tourism potential.
- Compliment any local business and leisure facility.

Figure 1 details the 2020 SIMD rankings for Barassie S01012559 datazone. Since 2016 the Barassie shorefront area is reported to be Decile 1 (549) which places it in one of

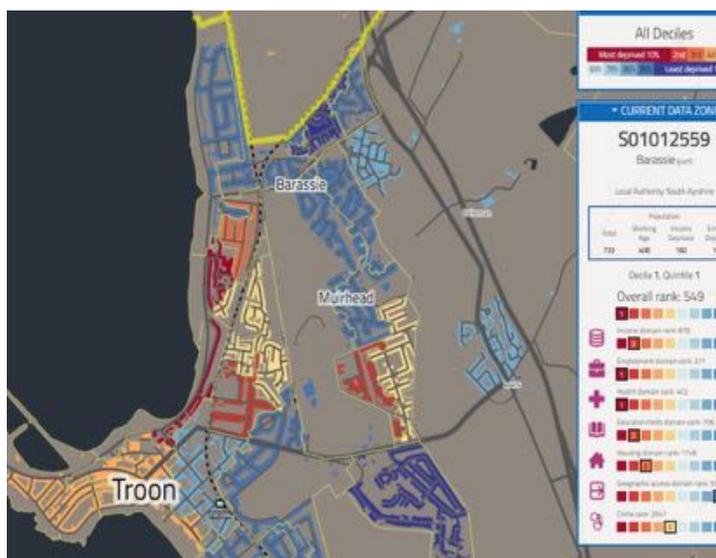


Figure 1 - 2020 SIMD Data Barassie

the 10% most deprived areas of Scotland. Table 1 depicts the SIMD domains and ranking - notably poor are Health, Employment and Education.

Domain Ranks	Barassie
Income	1
Employment	1
Health	1
Education	2
Housing	3
Geographical Access	9
Crime Rank	5

Table 1 - 2020 SIMD Domain Rankings

A study on Benefits of Outdoor Sport for Society published in the Int. J. of Environmental Research and Public Health by Eigenschenk et al, recently compiled an overview of the broad impacts of **Physical Activity in Nature**<sup>1</sup> from 76 European studies. The study concluded that **multiple benefits** could be reached simultaneously in the six categories of **physical health, mental health and wellbeing, education and life-long learning, active citizenship, reduction in crime-reduction and anti-social behavior** as well as additional benefits.

The 2020 SIMD data is now a baseline allowing TWSC to monitor the positive impact on the lives of the local community.

---

<sup>1</sup> Activities such as Canoeing/Kayaking, Rowing, Sailing, (Wind)Surfing, and Kite surfing.

# Environmental Impact

The TWSC will be designed to current Building Standards utilising new or upcycled shipping containers designed to withstand a harsh maritime environment. An environmentally sympathetic design will be incorporated to minimise visual disturbance within the shorefront area.

In support of this approach, included within the proposals is an array of eco-friendly energy sources including photovoltaic panels which form part of the building's sustainable strategy and compliance with energy standards. Robust fittings are proposed throughout the design, maximising the lifetime performance of the building through seeking to reduce future maintenance and repairs.

The Centre will support local business as much as possible and the café will source its produce locally.

As the Centre is located adjacent to the Sustrans Cycle Network we aim to provide a charge point for electric bicycles.



# Delivery

## Target Market

The target market for TWSC are:

- Existing users of Barassie and Troon South Beaches and client base of KiteSurf Scotland
- Water sports enthusiasts and new starters within 1-2 hrs of South Ayrshire
- Local and visiting users of the Sustrans Cycle Network
- Schools and Disadvantaged Groups
- Tourists

Additionally, the Centre's training / community space and café will be open to the general public and local community groups.

## Services

- KiteSurf Instruction and Rental
- Stand Up Paddle Board Instruction and Rental
- Windsurf Instruction and Rental
- Dinghy Sailing
- BloKarts
- Wetsuit Rental
- Equipment Storage
- Marine and Environmental Awareness
- Wellbeing Activities
- Electric Bike charging

## Operation

TWSC will operate all year round staffed by KiteSurf Scotland and other voluntary or paid instructors and a small team of paid and voluntary staff. This will protect existing

jobs and promote local employment opportunities as well as bolstering community spirit and cohesion through volunteering opportunities.

## **Promotion and Advertising**

TWSC place a great importance on communication with the community using both traditional and non-traditional methods. This will include local media outlets such as Troon Going Out and our current Facebook Page as well as a new website.

We will always encourage opinion, views and ideas from the wider community, and we do this by both formal and informal means i.e. open public meetings and doorstep contacts or face-to-face discussions within the Centre.

There will be a robust data collection process in that all visitors will be asked for address, mobile, home number and e-mail address will be recorded, this will be the TWSC main marketing strategy assisted with editorial in the local press and radio. Paid advertising will be used only when it benefits the TWSC.

Every event we host will be widely promoted using the new TWSC web site, social media, and mailing lists as well as advertising in local newspapers when appropriate. Social media is utilised at present to advertise any upcoming events and it is envisioned that this will continue when the new Centre is complete.

The TWSC Facebook page presently has 501 likes and the trustees also share important posts from this page with the local 'Troon....the small town with the big heart' Facebook group which has 10.5k members.

# SWOT Analysis

- Advantage
- Capabilities
- Assets – People
- Infrastructure
- Experience
- Price, value, quality
- Support
- Location
- Community



- Disadvantages
- Gap in Capability
- Cash Flow
- Suppliers
- Experience
- Areas to improve
- Competition

- Areas to Improve
- Competitor Weakness
- New Products
- New Partnerships
- Expansion
- New innovations

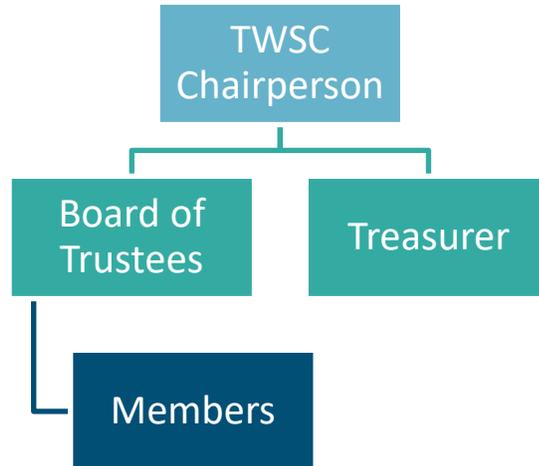
- Economic Climate
- Competition
- Political Impact
- Environmental effects
- Loss of Key Personnel
- Market Demand
- Funding
- SAC Policy Changes

## Risk

Place holder for Risk Register.

# Structure

## Governance



## Operational

